

Strasbourg, 22 November 2006



RL (2006)8

**European Network for the exchange of information between persons
and entities responsible for the training of judges and public
prosecutors**

LISBON NETWORK

8th plenary meeting

Palais de l'Europe, Strasbourg, France, 16 - 17 October 2006

“Training the magistrate for his/her interaction with the parties”

MEETING REPORT

Lisbon Network website: www.coe.int/lisbon-network

DECISIONS ADOPTED

The Lisbon Network:

- **adopted** document “A Network to support judicial training in the Council of Europe member States” (RL (2006)1) and **entrusted its Bureau** with the task of implementing it, in co-operation with the Secretariat and any relevant body within or outside the Council of Europe;
- **adopted** the report of its Ad Hoc Working Group on the contribution of judicial training bodies to the concrete implementation of Opinion No 4 (2003) of the Consultative Council of European Judges (CCJE) on appropriate initial and in-service training for judges at national and European levels (RL/GT (2006)1 Addendum) and agreed to forward it to the CCJE which might, in particular, take it into account, if appropriate, in the framework of its examination, with a view to its adoption, of a report to the Committee of Ministers on measures to make proper use of CCJE opinions in member States;
- at the invitation of the Chairman of the Consultative Council of European Judges (CCJE), made during his communication at the present meeting, **entrusted its Bureau** to examine the possible developments to be given to some other Opinions of the CCJE, in particular Opinions N° 6 (2004) and N° 7 (2005);
- **entrusted its Bureau** to examine the part of the Report of the European Commission for the Efficiency of Justice (CEPEJ) : “European Judicial Systems - Edition 2006” relating to the training of magistrates;
- **underlined** the pressing necessity to place more and more the users of justice – defendant, victim, party to a civil litigation – at the heart of the preoccupations of the judicial system and, hence, to create or develop:
 - training of the judge and the prosecutor to behave appropriately with the defendant (pedagogy, choice of the language during the various phases of the procedure, awareness of the impact of the prosecution and of the judicial decisions on the defendant),
 - training of the judge and the prosecutor to behave appropriately with vulnerable persons (victims, minors, etc..), taking into account in particular Resolution No 1 on victims of crime, adopted by the European Ministers of Justice at their 27th Conference held in Yerevan, Armenia, on 12 and 13 October 2006, in which they “recommend in particular that the Secretary General of the Council of Europe ensures that the activities of the Council of Europe in the field of training of police and personnel involved in the administration of justice include the question of the appropriate ways in which to deal with vulnerable persons, particularly victims”;

- training of the civil judge to behave appropriately between two parties, including to facilitate mediation (as a mediator or to propose a mediation procedure);
- **recommended** accordingly to the judicial training institutions of the Council of Europe member States to create or develop a specific training in the above fields and **entrusted its Bureau** to report at its plenary meeting in 2009 on the state of development of the said training within the judicial training institutions;
- **entrusted its Bureau** to examine the possible reinforcement of partnership between the Lisbon Network and the European Judicial Training Network (EJTN), with a view of preparing a common document for adoption by both Networks;
- **took note** with satisfaction of the revised Analysis by the Expert of the Lisbon Network of the replies of certain members of the Network to the Questionnaires prepared by the Bureau on the structural and functional features of training institutions of judges and prosecutors, as well as on their role concerning recruitment, initial training and in-service training of magistrates (RL (2006)6);
- **entrusted its Bureau** to examine and implement measures apt to gain, by way of other tools (expert investigations, field analyses), information on the training of judges and prosecutors in the countries which did not reply to the Questionnaires;
- **took note** with satisfaction of the intention of the Secretariat (cf. document RL (2006)1, paragraph 22) to develop the Network's website as an information and working tool for Network members and as a reference site for the European judicial community and general public and **invited** the members of the Network to duly contribute to the development of the Site;
- **renewed**, to this end, its request to members of the Network who have not yet done so, to send their programmes of initial and in-service training for 2007 in English or French to the Secretariat of the Council of Europe as soon as they are adopted, with a view to placing them online on the Network's Site;
- **decided** to put on line on the Network's Site all the details of the institutions of judicial training (including the link of their web sites);
- as regards the partial renewal of its Bureau:
 - **noted** that the latter started with the retirements of the member in respect of Austria and of the member in respect of Turkey – which will be effective at the close of the present meeting – and that the terms of reference of the members in respect of Finland, France and Romania will come to an end at the close of the plenary meeting of the Network in 2007;

- **elected** Mr Jacques HAMAIDE - in respect of the High Council of Justice of Belgium. - and Ms Irina VOYTYUK - in respect of the Academy of Justice of Ukraine - as members of the Bureau for a period of two years;

- **decided** that the terms of reference of future members of the Bureau will be two years.

1. The European Network for the exchange of information between persons and entities responsible for the training of judges and public prosecutors (**Lisbon Network**) held its eighth plenary meeting at the Palais de l'Europe in Strasbourg on 16 and 17 October 2006, with Mr Jorma HIRVONEN (Finland), Chair of the Bureau, in the Chair.
2. The programme of the meeting and the list of participants are set out in Appendices 1 and 2.

Round Table discussion on the development of judicial training in the Council of Europe member states

3. The Lisbon Network held a round table discussion, enabling the participants to exchange information on recent developments in judicial training in the Council of Europe member states and on a number of new training projects planned by judicial training institutions.
4. The representative of **Ukraine** said that a new Ukrainian bill on the judicial system and the status of judges relating in particular to judicial training had been submitted for the Council of Europe's expert appraisal. It provided for compulsory initial training and human rights training for all judges. The Council of Europe's expert opinion would be sought on the new proficiency tests for judges.

The representative of the **United Kingdom** (England and Wales) said that initial training would now place more emphasis on Community law.

The representative of **Serbia** pointed out that the new governing body of the Serbian Judicial Training Centre was now made up of representatives of the Ministry of Justice, judges and public prosecutors. New legislation now provided for compulsory initial training for judges and prosecutors. Initial training was organised by the High Council of Justice, while in-service training was provided by the Judicial Training Centre. In general, training took more account now of the European Convention on Human Rights and the related case-law. In addition, special compulsory training now had to be attended by judges and prosecutors responsible for sensitive matters such as family law, the law on minors, etc.

In **Estonia**, a programme to assess training needs had been launched, and a judicial training materials database had been set up. The Estonian representative talked of his interest in regional exchanges on judicial training matters.

The representative of **Belgium** said that it was the High Council of Justice's task to draft guidelines on training and the Ministry of Justice's responsibility to put them into practice. A preliminary draft law was being examined, under which a judicial training school open to several different legal professions would be established. Although the High Council of Justice would have preferred a school reserved for judges and public prosecutors, the law would still be a major step forward. The preliminary draft law, which would be adopted, if possible, by the end of 2006, drew expressly on Opinion No. 4 of the Consultative Council of European Judges (CCJE) on training for judges.

The representative of the **Czech Republic** said that the training offered by the Czech Judicial Academy was now aimed not just at judges and public prosecutors but also at other legal professionals.

The representative of **Montenegro** talked of the new law on judges and public prosecutors in Montenegro, which established initial training.

5. During the discussion, the Secretariat reported on current co-operation activities on judicial training between member states and the Council of Europe.
6. The discussion was followed by a presentation by the Secretariat of the Partial Agreement on the Council of Europe Development Bank (CEB) on the enlargement of the areas in which the Bank was active following the 3rd Summit of Heads of State and Government of the Council of Europe. The Lisbon Network noted with satisfaction that the CEB's extended mandate now allowed it to support training activities for judges, public prosecutors and other legal professionals, including in new subjects relating to Community law.

Lisbon Network Strategy

7. The Lisbon Network examined and adopted the document "A network to support judicial training in the Council of Europe member states" (RL (2006)1) and entrusted its Bureau with the task of implementing it in co-operation with the Secretariat and any relevant body within or outside the Council of Europe.

Relations with other Council of Europe bodies

8. As part of the process of promoting interaction between the Lisbon Network, the **Consultative Council of European Judges (CCJE)** and the European Commission for the Efficiency of Justice (CEPEJ) – as called for by the Lisbon Network at its 7th plenary meeting in November 2005 – the participants heard a statement by Mr

Raffaele SABATO, Chair of the CCJE, on the activities of the body (the only international body on which acting judges sit in their individual capacity) and on the synergies that could be created between the CCJE and the Lisbon Network.

9. Mr SABATO called on the Network to consider potential action to be taken further to certain other CCJE Opinions, particularly Opinions No. 6 (2004) on fair trial within a reasonable time and judges' role in trials, taking into account alternative means of dispute settlement, and No. 7 (2005) on "Justice and Society". He also talked of the possibility of a CCJE Task Force on training, which, if established, could work closely together with the Lisbon Network. Referring to Opinion No. 8 on the role of judges in striking a balance between protecting the public interest and human rights in the context of terrorism and Opinion No. 9 on the role of national judges in ensuring effective application of international and European law and genuine co-operation with international judicial institutions, he submitted that the training components of the above would be appropriate subjects for consideration by the Lisbon Network.
10. Furthermore, following the decision taken at the 7th plenary meeting, the Lisbon Network was pleased to note that its Bureau, acting in its role as the Ad Hoc Working Group on the contribution of judicial training bodies to the concrete implementation of Opinion No. 4 of the Consultative Council of European Judges (CCJE) on appropriate initial and in-service training for judges at national and European levels, had prepared a draft report (RL/GT (2006) 1 Addendum) for the plenary meeting. The Lisbon Network considered this draft report in the presence of Mr Raffaele SABATO, Chair of the CCJE, who emphasised what a difficult task drafting the report had been for the Bureau of the Lisbon Network, whom he congratulated on its content. The Lisbon Network adopted the report as set out in document RL/GT (2006) 1 Addendum and agreed to forward it to the CCJE, which might, in particular, take it into account if appropriate when considering, with a view to its adoption, a report to the Committee of Ministers on measures to make proper use of CCJE opinions in member states.
11. The Lisbon Network also heard a statement by the Secretary to the **European Commission for the Efficiency of Justice (CEPEJ)** on its activities. He announced, in particular, that the 2006 Edition of the CEPEJ report on European Judicial Systems had been published on 5 October 2006. The report gave a very accurate picture of the functioning of the judicial systems in 45 European states. Comparing data from different countries was a difficult task which had to be done with care. The data had to be interpreted in their specific context and full account had to be taken of the accompanying comments. The report offered decision-makers, legal practitioners, researchers and any member of the public who was interested qualitative and quantitative information through comparative tables and relevant comments in areas that were crucial to understanding the functioning of justice, highlighting common evaluation indicators, perceiving major trends, identifying difficulties and steering judicial policies towards more quality, fairness and efficiency. The work was part of

an ongoing process. Reports would be published at regular intervals, making it possible to assess progress.

The CEPEJ now wished to enter a second analytical phase, looking at the report in more depth in certain specific areas. In this context, the Lisbon Network was asked to study the data in the report on training for judges and public prosecutors in detail, with a view to preparing practical conclusions or recommendations for the attention of the member states.

Relations with the European Judicial Training Network (EJTN)

12. The activities of the European Judicial Training Network (EJTN) were described in a statement by Mr Gilles CHARBONNIER, Secretary General of the EJTN, a written version of which is set out in Appendix 3. The Lisbon Network considered recent developments in the institutional co-operation between the Council of Europe and the EJTN and the possibility of reinforcing the partnership between the Lisbon Network and the EJTN. The Lisbon Network noted with satisfaction that contacts between the EJTN, the Lisbon Network and the Council of Europe in general had increased. The Secretary General of the EJTN had been to Strasbourg on 2 June 2006 and had talked to the Director of Legal Co-operation of the Council of Europe and other members of the Secretariat. In addition, at its plenary meeting in July 2006, the CEPEJ had granted the EJTN observer status for a renewable two-year period. The Secretariat of the Council of Europe had also been invited to and taken part in the EJTN General Assembly in Helsinki, Finland, from 20 to 22 September 2006.
13. In this connection, the Lisbon Network instructed its Bureau to examine the possibility of reinforcing the partnership between the Lisbon Network and the European Judicial Training Network (EJTN) with a view to preparing a joint document for adoption by both networks.

Study session

14. The Lisbon Network held a study session on the subject “**Training the magistrate for his/her interaction with the parties**”. This was divided into the following three sub-themes:

Sub-theme 1: How to train the judge and the prosecutor to behave appropriately with the defendant (pedagogy, choice of the language during the various phases of the procedure, awareness of the impact of the prosecution and of the judicial decisions on the defendant)?

Sub-theme 2: How to train the judge and the prosecutor to behave appropriately with vulnerable persons (victims, minors, etc)?

Sub-theme 3: How to train the civil judge to behave appropriately between two parties, including to facilitate mediation (as a mediator or to propose a mediation procedure)?

15. The Lisbon Network held a broad exchange of views on these sub-themes in the light of reports presented by Mr Victor HALL, judge and director of studies, Judicial Studies Board, London (United Kingdom) (sub-theme 1), Ms Claire DANKO, juvenile judge, Saverne *Tribunal de Grande Instance* (France) (sub-theme 2) and Ms Helena BOLIEIRO, family court judge, trainer at the Lisbon Judicial Studies Centre (Portugal) (sub-theme 3).
16. *Mr HALL's statement is set out in document RL/RAP (2006)1 and Ms BOLIEIRO's in document RL/RAP (2006)2.*
17. With regard to relationships with vulnerable people, Ms DANKO talked of her own experience in the matter, pointing out that many aspects of the relationship with victims or defendants who were minors were difficult to learn or predict, as every child had his or her own particular way of behaving in what was always a difficult and painful context. Drawing on her own experience, she said that the judge's main task was to learn to adapt, to handle difficult unexpected situations, to find his or her own way of establishing a relationship with the minor concerned and to try to instil trust. Judges also had to be able to explain their own role and that of the judicial system in this specific context and gear their language to the situation. More training in psychology and child psychiatry and a mentoring system at the beginning of judges' careers might be advisable. It would also be a good idea for the initial training of future judges and public prosecutors to draw their attention to the fact that they would be confronted with people who were suffering and in need of assistance, and that, when faced with these situations of distress, they would need to show humility under all circumstances.
18. The Network thanked the three rapporteurs wholeheartedly for their outstanding contributions and adopted the decisions set out in the list above on action to be taken to follow up on the study session.

Structural and functional features of training institutions

19. The Lisbon Network noted with satisfaction the revised analysis by Mr Raffaele SABATO – acting in his capacity as a Lisbon Network expert – of the replies by certain members of the Network to the questionnaires prepared by the Bureau on the structural and functional features of training institutions for judges and public prosecutors and on their role with regard to the recruitment, initial training and in-service training of judges and prosecutors (RL (2006)6). Mr SABATO was warmly thanked for revising his original analysis of 2005 in the light of further replies received in the meantime, and for the outstanding quality of his contribution to the work of the Network.

20. The Network shared Mr SABATO's views concerning the collection of information from countries which had not yet replied to the questionnaires and adopted the corresponding decision set out in the list above.

The Network's communication tools

21. Having heard a brief statement by the Secretariat on the replies sent in by the Network members – to be put on line on the Network's website – regarding the initial and in-service training programmes of judicial training institutions (document RL (2006)7), the Lisbon Network thanked the members who had sent in contributions and agreed to ask members who had not yet done so to send in their programmes for 2007 as soon as they were adopted (see the corresponding decision in the list above).

22. The Chair emphasised that the development of the Lisbon Network website was a particularly important goal and that, besides putting the training programmes of judicial training institutions on line, it was essential to have access to the institutions' contact details through the site. Network members who had not yet done so were asked therefore to fill in and return to the Secretariat the contact details form sent to them by e-mail on 21 June 2006, which was also available in the meeting room.

Partial renewal of the Bureau

23. The Lisbon Network considered the matter of the partial renewal of its Bureau – agreed on in principle at the 7th plenary meeting. In a secret ballot, it elected two new members for a two-year term – Mr Jacques HAMAIDE in respect of the High Council of Justice of Belgium and Ms Irina VOYTYUK in respect of the Judicial Academy of Ukraine.

Appendix 1



Strasbourg, 10 October 2006

European Network for the exchange of information between persons and entities responsible for the training of judges and public prosecutors

(LISBON NETWORK)

EIGHTH PLENARY MEETING

Palais de l'Europe (Room 2), Strasbourg, 16 - 17 October 2006

Web site of the Lisbon Network: www.coe.int/lisbon-network

**TRAINING THE MAGISTRATE FOR HIS/HER INTERACTION
WITH THE PARTIES**

PROGRAMME

Monday, 16 October 2006

9h30: Opening of the meeting

- **Roberto LAMPONI**, Director of Legal Co-operation, Council of Europe
- **Jorma HIRVONEN**, Head of the Training Unit, Department of Judicial Administration, Ministry of Justice of Finland, Chairman of the Bureau of the Lisbon Network

9h50: First Session

Round Table on the development of judicial training in the Council of Europe member States and information by the Secretariat on current co-operation in the field of judicial training, followed by an information by the Secretariat of the Partial Agreement on the Development Bank of the Council of Europe (CEB) on the broadening of the fields of action of the CEB following the 3rd Summit of the Heads of State and Government of the Council of Europe

11h00: Break

11h15: Communication by **Mr Stéphane LEYENBERGER**, Secretary to the European Commission for the Efficiency of Justice (CEPEJ) on the activities of the CEPEJ

11h30: Communication by **Mr Gilles CHARBONNIER**, Secretary General of the European Judicial Training Network (EJTN) on the activities of the EJTN

12h00: Recent developments of the interinstitutional co-operation between the Council of Europe and the European Judicial Training Network (EJTN) and possible reinforcement of partnership between the Lisbon Network and the EJTN

12h30: Lunch Break

Second Session

14h00: Study Session

Theme: Traing the magistrate for his/her interaction with the parties

Sub-Theme 1: How to train the judge and the prosecutor to behave appropriately with the defendant (pedagogy, choice of the language during the various phases of the procedure, awareness of the impact of the prosecution and of the judicial decisions on the

defendant)? ; Rapporteur: **Victor HALL**, Judge, Director of Studies, Judicial Studies Board, London (United Kingdom)

-Working Documents:

- *Written Report of Mr Victor HALL on “Judgecraft and the judicial process”Document RL/RAP (2006)1*

- *Written contributions.....Document RL (2006)4 (bilingual)*

14h30: General discussion on sub-theme 1

15h10: Break

15h25: Sub-Theme 2: How to train the judge and the prosecutor to behave appropriately with vulnerable persons (victims, minors, etc.)? ; Rapporteur: **Claire DANKO**, Judge, Tribunal de Grande Instance of Saverne (France)

-Working Document:

- *Written contributions.....Document RL (2006)4 (bilingual)*

15h55: General discussion on sub-theme 2

16h35: Sub-Theme 3: How to train the civil judge to behave appropriately between two parties, including to facilitate mediation (as a mediator or to propose a mediation procedure)?; Rapporteur: **Helena BOLIEIRO**, Family Court Judge, Trainer – Centre for Judicial Studies of Lisbon (Portugal)

-Working Documents:

- *Written Report of Ms Helena BOLIEIRO on “How to train the civil judge to behave appropriately between two parties, including to facilitate mediation (as a mediator or to propose a mediation procedure)?”Document RL/RAP (2006)2*

- *Written contributions.....Document RL (2006)4 (bilingual)*

17h05: General discussion on sub-theme 3

Tuesday, 17 October 2006

9h00: Third Session

Strategy of the Lisbon Network: Examination with a view to its adoption by the plenary meeting of document “ A Network to support judicial training in the Council of Europe member States”, drawn up by the Secretariat (document RL (2006)1)

-Working Documents:

- A Network to support judicial training in the Council of Europe member States.....Document RL (2006)1

- Report of the fourth meeting of the Bureau of the Lisbon Network (Strasbourg, 15 June 2006).....Document RL/BU (2006)1

9h45: Follow - up to the Conclusions of the 7th plenary meeting of the Lisbon Network (Strasbourg, 23-24 November 2005)

1. Examination with a view to its adoption by the plenary meeting of the draft report on the contribution of judicial training bodies to the concrete implementation of Opinion CCJE (2003)4 of the Consultative Council of European Judges (CCJE) on appropriate initial and in-service training for judges at national and European levels, drawn up at its meeting of 28-29 September 2006 by the Bureau of the Lisbon Network acting in its capacity as an Ad Hoc Working Party

-Working Documents:

-Draft report on the contribution of judicial training bodies to the concrete implementation of Opinion CCJE (2003)4 of the Consultative Council of European Judges (CCJE) on appropriate initial and in-service training for judges at national and European levels.....Document RL/GT (2006)1 Addendum

- Opinion CCJE (2003)4 of the Consultative Council of European Judges (CCJE) on appropriate initial and in-service training for judges at national and European levels

- Report of the fourth meeting of the Bureau of the Lisbon Network (Strasbourg, 15 June 2006).....Document RL/BU (2006)1

2. Communication (at 10h15) by **Mr Raffaele SABATO**, Chairman of the Consultative Council of European Judges (CCJE) on the activities of the CCJE, followed by questions and discussion

1h00: Break

3. Communication by the Secretariat (at 11h15) on the replies to the three questionnaires on judicial training adopted by the Bureau in December 2004 and adoption by the plenary

meeting of the analysis of the questionnaires revised by Mr Raffaele SABATO in the light of new replies (document (2006)6)¹ ;

-Working Documents:

- Revised analysis of the replies to the three questionnaires on judicial training sent by the Bureau to the members of the Lisbon Network.....Document RL (2006) 6
- Document containing the replies which were not part of the analysis by Mr Sabato in 2005.....Document RL (2006)3(bilingual) and Addendum (English)
- Report of the fourth meeting of the Bureau of the Lisbon Network (Strasbourg, 15 June 2006).....Document RL/BU (2006)1

4. Communication by the Secretariat (**at 11h30**) on the replies received² from members of the Network concerning:

a. the programmes of initial and in-service judicial training for the period 2004-2007

-Working Documents:

- Programmes of initial and in-service training of judicial training institutions for the academic year 2006-2007.....Document RL (2006)7 (bilingual)
- Report of the fourth meeting of the Bureau of the Lisbon Network (Strasbourg, 15 June 2006).....Document RL/BU (2006)1

b. the details of judicial training institutions

-Working Documents:

- Details of the judicial training institutions.....Document RL (2006)5 (bilingual)
- Report of the fourth meeting of the Bureau of the Lisbon Network (Strasbourg, 15 June 2006).....Document RL/BU (2006)1

11h45: Partial renewal (2 members) of the Bureau of the Lisbon Network

-Working Documents:

- Conclusions of the 7th plenary meeting of the Lisbon Network (Strasbourg, 23-24 November 2005)
- Report of the fourth meeting of the Bureau of the Lisbon Network (Strasbourg, 15 June 2006).....Document RL/BU (2006)1
- Report of the meeting (Strasbourg, 28 - 29 September 2006) of the Ad Hoc Working Group on the contribution of judicial training bodies to the concrete implementation of Opinion No 4 of the Consultative Council of European Judges (CCJE) on appropriate

¹ The document drawn up by Mr Sabato in 2005 was transmitted to the members of the Network on the occasion of the 7th plenary meeting (Strasbourg, 23-24 November 2005) under reference RES/LISB/Bu/Ana/Quest (2005).

² With a view to their publication on-line on the Internet Site of the Lisbon Network.

initial and in-service training for judges at national and European levels.....Document RL/GT (2006)1 (paragraph 7)

12h00: Presentation of the main decisions of the eighth plenary meeting of the Lisbon Network and closing of the meeting

Appendix 2



Strasbourg, 17 October / octobre 2006

Lisbon Network

8th Plenary Meeting

Training the magistrate for his/her interaction with the parties

Réseau de Lisbonne

8^e Réunion Plénière

Former le magistrat à interagir avec les parties

**Palais de l'Europe
(Room / salle 2)**

**Strasbourg
16-17 October/octobre 2006**

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*LISTE DE PARTICIPANTS***

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Apologised / Excusé

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Appendix 3

European Judicial Training Network Réseau Européen de Formation Judiciaire

Secretary General



Contribution to the 8th plenary meeting of the Lisbon Network on the activities of the European Judicial Training Network (Strasbourg, 16 October 2006)

I would like to begin by thanking the Lisbon Network for inviting me and providing me with this opportunity to speak here today before representatives of the training institutions of the 46 member states of the Council of Europe.

It is a great pleasure for me to be able to address the Lisbon Network, a broad forum extending well beyond the confines of the European Union, which, as you know, mark the boundaries of the EJTN's activities, to discuss judicial training and converse freely with colleagues about their experiences, good practices and also the needs that have been identified in this area.

Last year, at the 7th plenary meeting of the Lisbon Network, I introduced you to our organisation and described its main activities. This year, I would like to update the information I gave on that occasion, focusing on the main developments within the EJTN in recent times:

- 1) The EJTN was recently recognised by the European Commission as a key partner in the judicial training field at European level (communication of 29 June 2006 on judicial training in Europe and decision of 11 July 2006 on the implementation of the Exchange Programme for Judicial Authorities in 2007).
- 2) It was joined by new members (the Slovakian Judicial Academy in 2005 and the Estonian Judicial Studies Foundation in 2006) and by new observers (the National Institute of Magistracy of Romania and the National Judicial

Institute of Bulgaria in 2005 and the Norwegian judicial administration in 2006).

- 3) It reinforced its administrative structures based in Brussels and consolidated its finances.
- 4) It continued and stepped up its activities in the following areas:
 - a. co-ordinating programmes between training institutions;
 - b. drawing up and distributing the annual catalogue of activities;
 - c. improving the website; publishing a newsletter; compiling a register of existing on-line teaching material; devising distance-learning modules;
 - d. implementing the Exchange Programme for Judicial Authorities (organising placements with courts (250), training courses for trainers (25) and activities on the website and with various training institutions, and recruiting a dedicated project team).
- 5) It carried out and completed a comprehensive and detailed review, on which it based a Strategic Plan, intended to provide guidelines for its activities in future years (2007-2013):
 - a. the goal: identify aims which give meaning, consistency and a high profile to EJTN activities;
 - b. priorities pinpointed:
 - draw up European training standards and programmes; exchange more information; identify best practices and disseminate them among training institutions;
 - help to achieve aims set at European level (to which the EJTN fully subscribes) to add to what judicial authorities know about one another and enhance mutual trust between them by improving knowledge of Europe's domestic judicial systems, of European law and legal co-operation and of foreign languages;
 - strengthen the infrastructure, funding and organisation of the EJTN to make it more efficient.

This Strategic Plan was adopted unanimously at the EJTN General Assembly in Helsinki from 20 to 22 September 2006. It will be divided into annual work programmes, which will make it possible to implement it progressively and securely, on the basis of priorities which will have been set by the Network members.

Conclusion

Planning for the future is one of the key activities when it comes to training. The EJTN has put a great deal of effort into this in recent months. It has also begun extensive work with the Council of Europe to create the conditions for an active partnership, particularly with the CEPEJ, the CCJE, the CCPE, the HELP Programme and the Lisbon Network.

This work is still in progress so I shall not go into details, but the main aims are as follows:

- exchange more information;
- increase complementarity on the ground between human rights, the quality of justice and devising and implementing public policies in the judicial sphere;
- establish a framework allowing European countries which are not members of the European Union to participate.

Quite clearly, this complementarity is desirable. It alone will make it possible to avoid wasted energy and money and the dissipation of resources. This is a demanding approach and a long road, but it has to be taken and it does hold promise for the future. I am also convinced that it is in the interest of the national institutions and of judicial training itself.

Gilles Charbonnier,
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